

# Introduction

*Entering 2003, MY TURN, Inc. was a small youth development organization (\$1.5M in revenue) with a solid set of programs and a strong track record of results. Although the organization had expanded modestly over its first twenty years, it remained heavily concentrated in and around its original location.*

*MY TURN's management and Board were ready to accelerate growth. Encouraged by the impact their current operations were having, they wanted to serve more kids. While this growth imperative was clear, the details remained nebulous: How should they grow? To which communities? With which set of programs? What changes would they have to make to their current organization to support this growth? How much funding did they need and where would it come from?*

*To answer these and other questions necessary to inform their growth plan, MY TURN's management and Board embarked on an intensive four-month strategic planning process with assistance from the Edna McConnell Clark Foundation and the Bridgespan Group. This business plan is a product of that process.*



**MY TURN, Inc.**  
Business Plan  
January 2004

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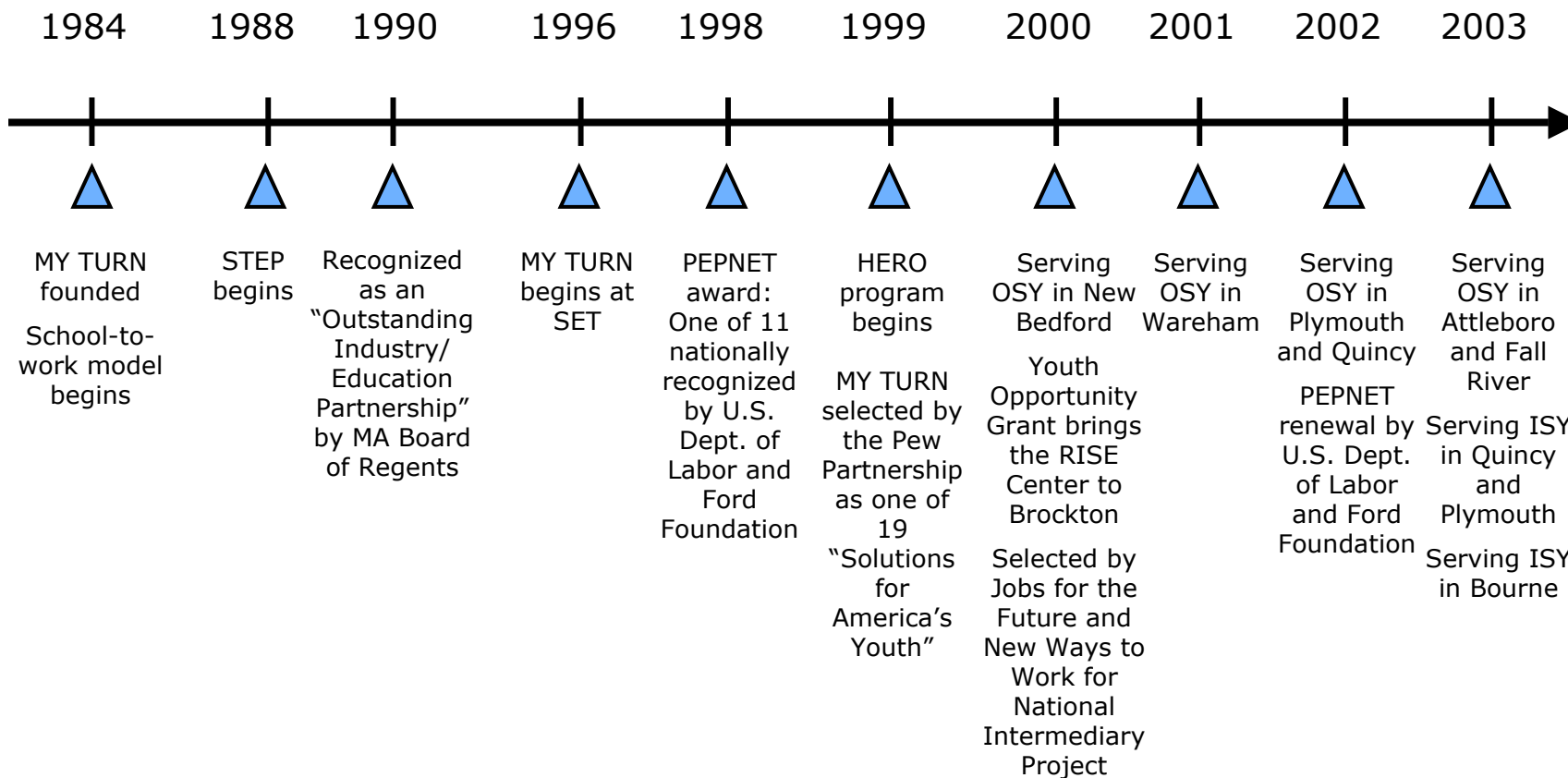
# Executive summary

- Over 20 years, MY TURN has grown into one of the leading providers of vocational and educational services in small, urban communities in southeastern Massachusetts
- Currently, MY TURN serves over 1,800 youth in 9 communities. Yet, there are over 60,000 youth in Massachusetts alone who are in need of the services MY TURN provides, because they are either high-school dropouts, unemployed, or both
- To better meet this demand, MY TURN has completed an intensive four-month strategic planning process with assistance from the Edna McConnell Clark Foundation and the Bridgespan Group
- As a result of this process, MY TURN now has:
  - A short, medium and long-term vision for the organization
  - A clear articulation of MY TURN's Theory of Change
  - A 3-year regional growth plan centered on core programs
  - A streamlined set of metrics to track progress
  - A plan for a systematic, longitudinal evaluation
- MY TURN's goal is to expand throughout New England and, eventually, to franchise the model to other locations outside this region

# Glossary of frequently-used abbreviations

- HERO • Higher Education Readiness Opportunities (a MY TURN program)
- ISY • In-school youth
- OSY • Out-of-school youth
- PEPNET • Postsecondary Education Programs Network
- RISE • Recognized Individual Success and Excellence (a MY TURN program)
- RFP • Request for Proposal
- SET • Southeastern Technical School
- STEP • School Training and Education Preparation (a MY TURN program)
- WIA • Workforce Investment Act
- WIB • Workforce Investment Board

# MY TURN's history



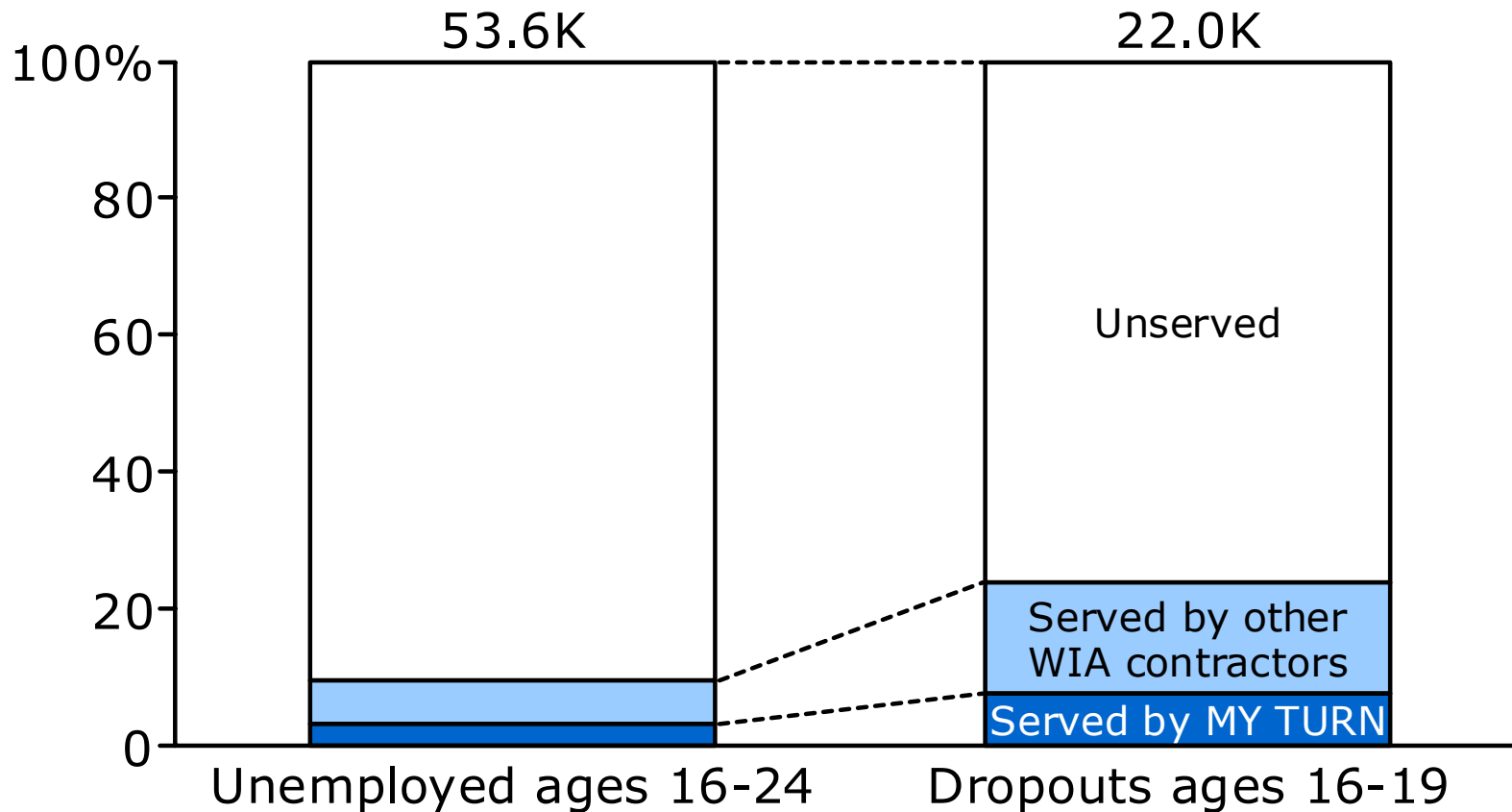
**MY TURN has served 16,000 youth since its inception**

# MY TURN has a strong track record for helping high-school dropouts and unemployed youth make successful transitions to adulthood

- In 1997 MY TURN worked with Bridgewater State College to conduct a study of its School-to-Work outcomes
- According to the study, MY TURN participants outperformed a control group that possessed similar skills and work history
  - 71% of MY TURN participants retained their first job following graduation for more than 6 months, compared to 32% of the control group
    - Of that 71%, 60% held the job for at least 12 months
  - 87% of the MY TURN participants were employed at the time of follow-up, against only 42% of the control group

# A large need exists for MY TURN's services, as WIA contractors serve only a small percentage of MA unemployed and dropout youth

Total MA Youth (2003)



Percent served by  
WIA contractors:

10%

24%

Note: Youth served by other WIA contractors calculated by dividing WIA dollars available (minus those allocated to MY TURN) by two times MY TURN's cost per participant

Source: U.S. Census, John Niles, Commonwealth Corporation



# MY TURN's Theory of Change lays out how its services help participants transition successfully to adulthood

For this population...	MY TURN uses these strategies and services	...to help participants make a successful transition to adulthood		
<ul style="list-style-type: none"> <li>• Young people, ages 14-21 in small urban communities that have:               <ul style="list-style-type: none"> <li>- High poverty</li> <li>- High youth unemployment</li> <li>- Poor educational outcomes/high drop out rates</li> <li>- Core systems, such as transportation, in place</li> </ul> </li> <li>• And have a substantial number of young people with barriers to post secondary achievement in education and employment, including:               <ul style="list-style-type: none"> <li>- Not enrolled in an educational program</li> <li>- No high school diploma</li> <li>- No college attendance in family</li> <li>- Limited or no work experience</li> <li>- Limited capacity to access resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A many-pronged approach to working with young people that has at its core sustained, strong relationships with well qualified MY TURN staff who coordinate with community partners</li> <li>• Direct service program components include:               <ul style="list-style-type: none"> <li>- Ongoing case management during enrollment through direct service and brokered support services</li> <li>- Curriculum delivered through group workshops and/or one-on-one</li> <li>- Work-based learning experiences (i.e., community service learning)</li> <li>- Career and college exploration and planning</li> <li>- Follow up for one year after active participation phase</li> </ul> </li> <li>• Other components:               <ul style="list-style-type: none"> <li>- Job development</li> <li>- Employer relations</li> </ul> </li> </ul>	<p style="text-align: center;"><u>Initial Outcomes</u></p> <ul style="list-style-type: none"> <li>• Increased education/employment-related knowledge and awareness</li> <li>• Increased education/employment-related skills</li> <li>• Improved self concept including sense of belonging and competence</li> </ul>	<p style="text-align: center;"><u>Interim Outcomes</u></p> <ul style="list-style-type: none"> <li>• Job placement               <ul style="list-style-type: none"> <li>- Any job</li> <li>- Career building job</li> </ul> </li> </ul> <p style="text-align: center;"><i>And/or</i></p> <ul style="list-style-type: none"> <li>• Reengaged in education</li> </ul> <p style="text-align: center;"><i>And/or</i></p> <ul style="list-style-type: none"> <li>• Post secondary education enrollment</li> </ul>	<p style="text-align: center;"><u>Longer term Outcomes</u></p> <ul style="list-style-type: none"> <li>• Six month job retention               <ul style="list-style-type: none"> <li>- In any initial job</li> <li>- In career building job</li> </ul> </li> </ul> <p style="text-align: center;"><i>And/or</i></p> <ul style="list-style-type: none"> <li>• Acquisition of credential (GED, training certificate etc.)</li> </ul> <p style="text-align: center;"><i>And/or</i></p> <ul style="list-style-type: none"> <li>• Completion of freshman year of college</li> </ul>

# MY TURN's close, sustained case manager relationships differentiate it from peers

	MY TURN	MA Job Training	Youthbuild	ARC of Plymouth	Job Corps
Location	<ul style="list-style-type: none"> <li>Based in Brockton; 9 communities in SE MA</li> </ul>	<ul style="list-style-type: none"> <li>Worcester, Brockton, Fitchburg, Quincy</li> </ul>	<ul style="list-style-type: none"> <li>165 sites nationwide</li> </ul>	<ul style="list-style-type: none"> <li>Plymouth, serving surrounding towns</li> </ul>	<ul style="list-style-type: none"> <li>Local sites in N. Grafton, Devens, Chicopee</li> </ul>
Program model	<ul style="list-style-type: none"> <li>Close relationship between individual youth and case manager</li> <li>Referrals to other resources</li> <li>Provide GED when no adequate partner available</li> </ul>	<ul style="list-style-type: none"> <li>Adult education programs, including GED, ESOL</li> <li>Job training for young parents</li> <li>Corporate funded learning centers in middle and high schools</li> </ul>	<ul style="list-style-type: none"> <li>Teach construction skills to dropout youth</li> <li>50% construction training, 50% academic skills</li> <li>Students receive stipend for work</li> </ul>	<ul style="list-style-type: none"> <li>Within job training, provide job referrals for persons with disabilities</li> <li>Hired employees receive on-the-job training and ongoing support through ARC</li> </ul>	<ul style="list-style-type: none"> <li>Administered by Dept. of Labor, but operated by private companies through competitive bidding</li> <li>Teach academic and vocational, and social skills</li> </ul>
Target population	<ul style="list-style-type: none"> <li>Youth ages 14-21</li> </ul>	<ul style="list-style-type: none"> <li>Mostly adult ed; programs for young parents and other teens</li> </ul>	<ul style="list-style-type: none"> <li>16-24 year old high school dropouts</li> </ul>	<ul style="list-style-type: none"> <li>People with developmental disabilities</li> </ul>	<ul style="list-style-type: none"> <li>At-risk youth, ages 16-24</li> </ul>

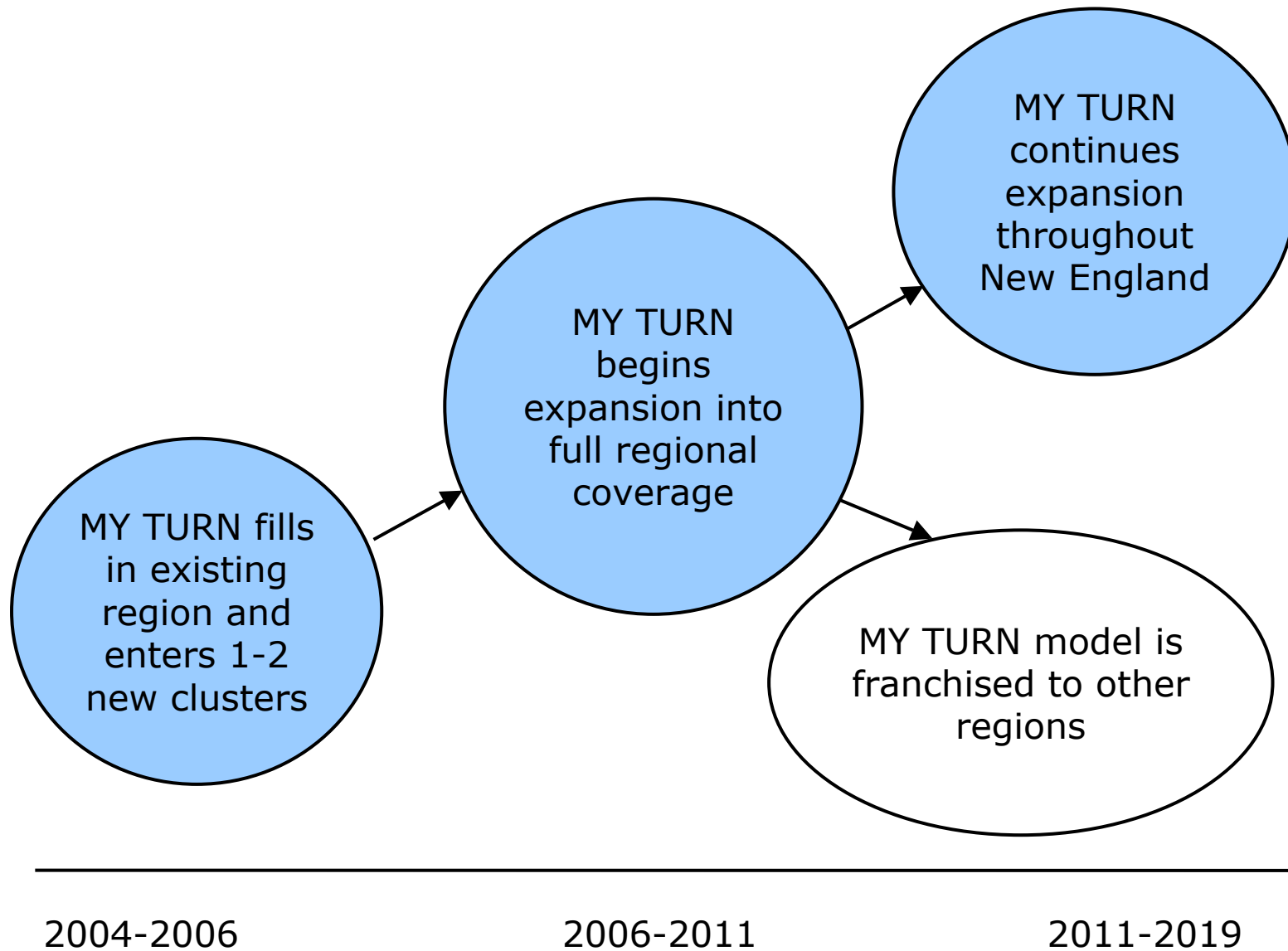
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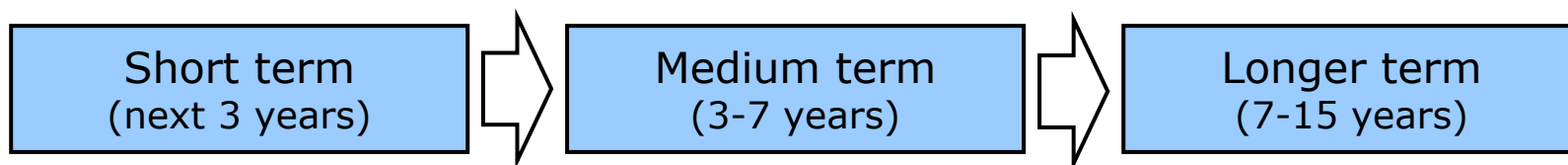
- **Growth strategy**
  - **Vision**
  - **Site selection process**
  - **Rate of growth**

- Financial implications and fundraising plan
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# A 15-year vision for MY TURN



# MY TURN's vision in more detail



Size

*MY TURN serves 1,000 – 3,000 youth in 1-3 states and 15-20 communities*

- At least 2 communities have multiple programs, with a strong presence in Brockton

*MY TURN serves 2,000-5,000 youth across multiple states and communities*

*MY TURN serves thousands of youth across many states, engaging in local and national advocacy work on behalf of those youth*

- MY TURN model is copied by other organizations, and is embraced in state or national public policy arena

Organization

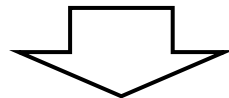
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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• All sites are wholly-owned</li> <li>• Model and approach are codified/systematized</li> <li>• Performance metrics and IT systems are in place</li> <li>• Board members and staff are added/reorganized</li> <li>• Funding is increasingly diversified</li> <li>• Advocacy coalition is assembled in MA</li> <li>• A longitudinal study is designed and launched</li> </ul> | <ul style="list-style-type: none"> <li>• Mix of wholly-owned and “franchised” sites</li> <li>• Program model effectiveness is proven</li> <li>• Organizational capacity improved</li> <li>• Recasting of Board complete</li> <li>• Funding draws on sustainable sources of public and private money</li> <li>• MY TURN wields influence over local/state funding and programs for youth</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

# To help achieve this vision, MY TURN screened for potential expansion locations in MA, RI, and NH

- Two primary considerations informed MY TURN's expansion plan:
  - Which communities need MY TURN most?
  - Which most resemble communities where MY TURN has already been successful?
- MY TURN also wanted a sensible geographic expansion, taking advantage of the existing base in MA and extending to neighbor states RI and NH
- The following demographics were used to screen all communities in MA, RI and NH:
  - Population (20-300K)
  - Number of individuals in MY TURN age group (15-19 and 20-24)
  - Urban (% of residents living in an urban area of the community)
  - Availability of public transportation (% of workers who commute by bus/trolley/streetcar)
  - Dropouts (% of ages 16-19 who have left school without graduating)
  - Youth unemployment (% of unemployed ages 16-19 and 20-24)
  - Education level of the community (% of ages 25+ not high school graduates)
  - Poverty (% of families with children under 18 below the poverty level)
- The resulting list of communities were ranked individually and also organized by geographic clusters
- This quantitative analysis was followed by qualitative examination of other factors critical to MY TURN's success in a new community

# MY TURN prioritized sites for expansion based on the following criteria

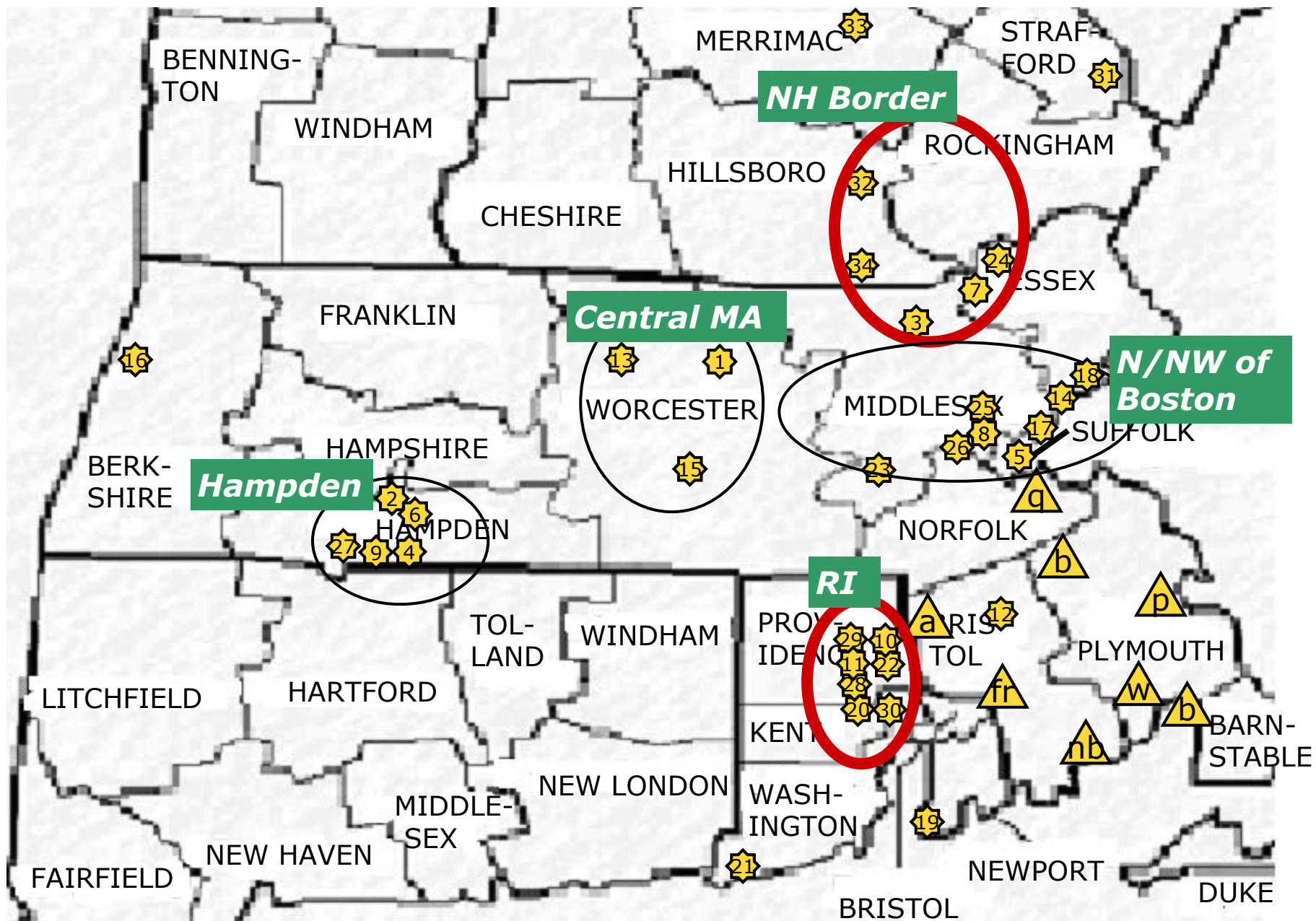
- Above threshold demographically (e.g., size, number of school dropouts, access to public transportation)
- Geographic proximity to current or planned MY TURN sites, and density within a cluster
- Fit with longer-term vision (e.g., presence in new states, presence in Brockton)
- Availability of funding (e.g., WIA or other location-specific funding)
- Level of interest in/demand for MY TURN (e.g., underperforming WIBs, lack of good providers)
- Presence of partners (e.g., career centers, educational and employment outlets, day care)





## **Strategy and Opportunity**

- High-priority areas
- Next-best areas
- Do not pursue areas

# Five geographic clusters emerged

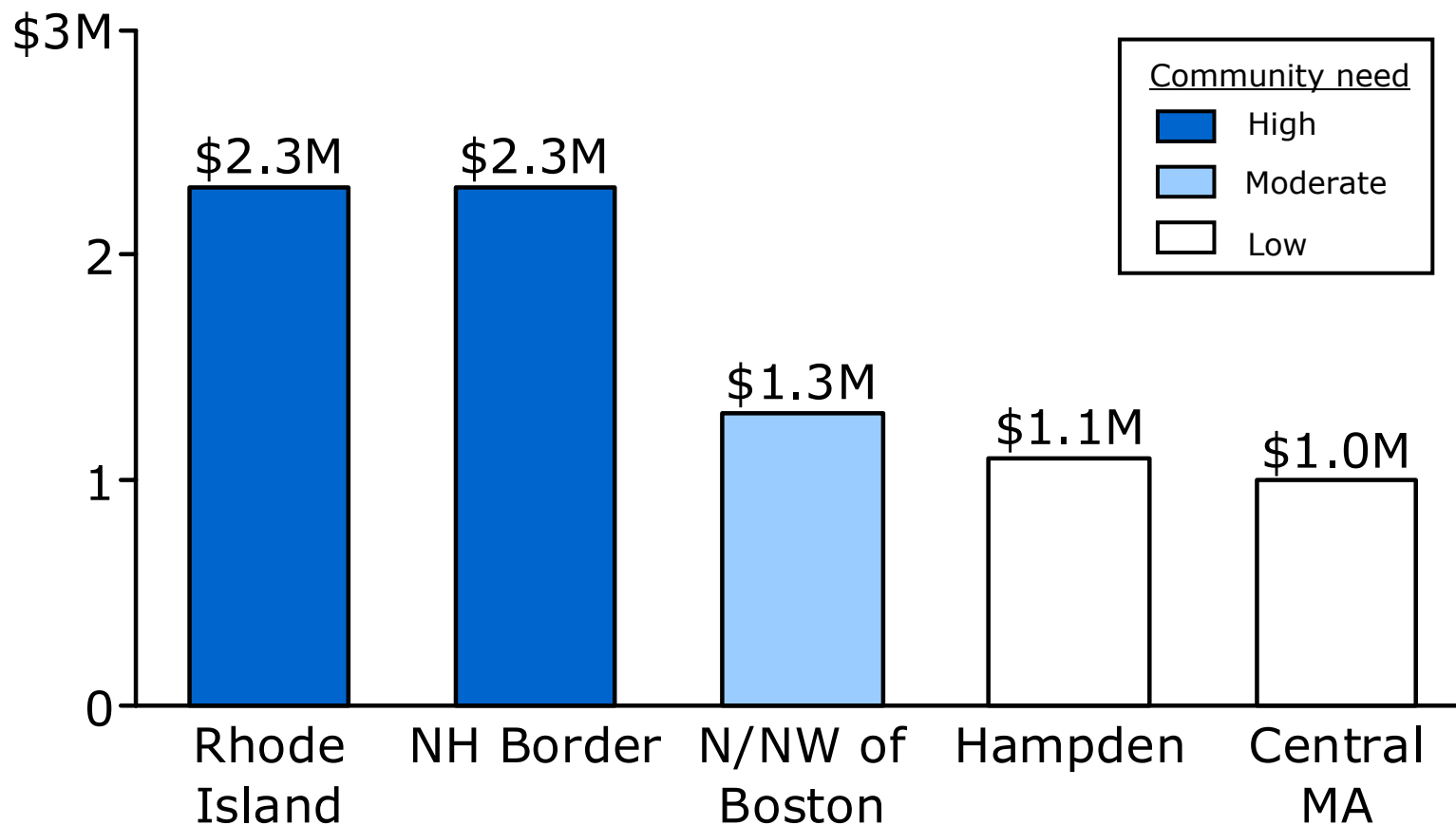


-  Represents existing MY TURN site
-  Represents community that met demographic thresholds for expansion



# RI and NH Border clusters appeared most promising given availability of funding and community need

Estimated annual WIA dollars available in each cluster



Number of

communities: 7

5

8

5

3

Note: Clusters with "high" community need failed two performance measures, "moderate" failed one, and "low" did not fail any; performance measures for younger youth include: skill attainment rate, diploma and equivalents attainment rate, placement rate; measures for older youth include: entered employment rate, six-month retention rate, earnings gain, educational/skill credential attainment rate; financial data is '04; performance data is '01-'02; New Hampshire WIB excluded from performance analysis

Source: WIA dollars 2004

# MY TURN will pursue Category 1 sites first

## Category 1

Do groundwork whether RFP pending or not

- Rhode Island
  - **Pawtucket**
  - **Providence**
  - *E. Providence*
  - *West Warwick*
  - Cranston
  - N. Providence
  - Warwick
- New Hampshire border
  - **Lowell**
  - **Lawrence**
  - *Manchester*
  - *Nashua*
  - Haverhill

## Category 2

Respond to RFPs and opportunities to talk

- N/NW of Boston
  - **Chelsea**
  - **Everett**
  - *Lynn*
  - *Revere*
  - *Salem*
  - Framingham
  - Malden
  - Somerville
- Hampden
  - **Chicopee**
  - **Holyoke**
  - **Springfield**
  - **W. Springfield**
  - Westfield
- Central MA
  - **Fitchburg**
  - *Gardner*
  - *Worcester*

## Do not respond

(Not associated with a cluster)

- Concord, NH
- Dover, NH
- Newport, RI
- Pittsfield, MA
- Westerly, RI

Within each cluster:

**Bold text** indicates 1<sup>st</sup> priority  
*Italic text* indicates 2<sup>nd</sup> priority  
Plain text indicates 3<sup>rd</sup> priority

# MY TURN will conduct more in-depth due diligence of priority expansion candidates

## Demographics and mapping

- Appropriate demographic data
- Fit with geographic cluster strategy

## Funding available

- WIA youth funding
- Private giving in the area

## WIB due diligence

- Priorities/strategy/values fit
- Satisfaction with current providers
- Receptivity to provider with origins elsewhere
- Timing of RFPs
- Underserved communities where proposals may be especially welcome
- Whether or not to pursue proposals for multiple communities

## Community resources

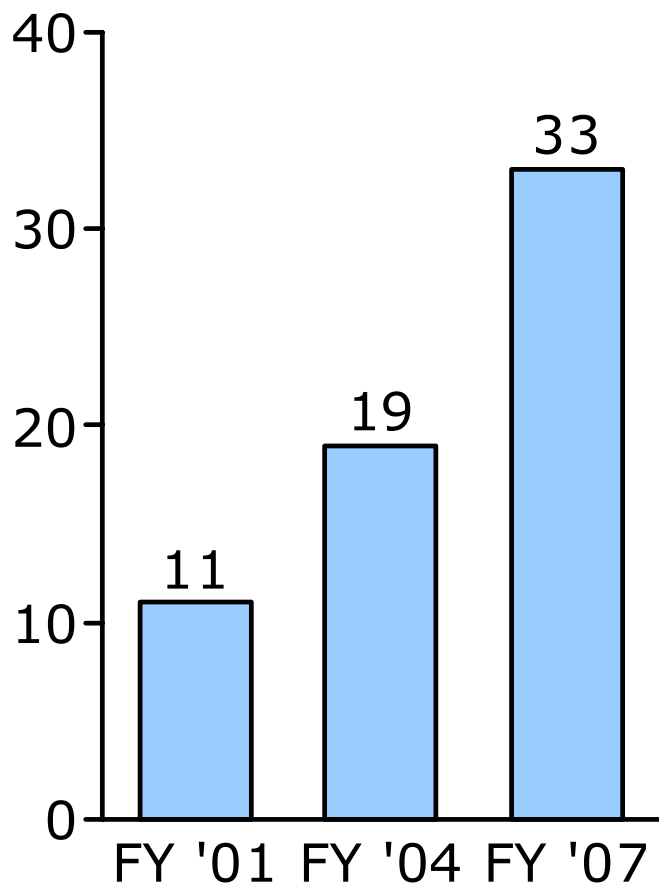
- 1<sup>st</sup> tier: Critical
  - Convenient public transportation
  - Sufficient entry-level jobs
  - Career center or other partner with space available, preferably separate youth area
- 2<sup>nd</sup> tier: High priority for OSY
  - Daycare (sliding scale)
  - GED (20 hrs/wk)
- 3<sup>rd</sup> tier: Have some, not necessarily all
  - Recruiting partners (teachers, CBOs, DSS/DYS, police/probation, Career Center)
  - High school staff willing to partner
  - Voc. training (e.g., CNA, computer)
  - Medical/mental health/counseling/women's center
  - Shelters for youth
  - Section 8 rent subsidies and/or public housing

# MY TURN will focus on expanding its core programs

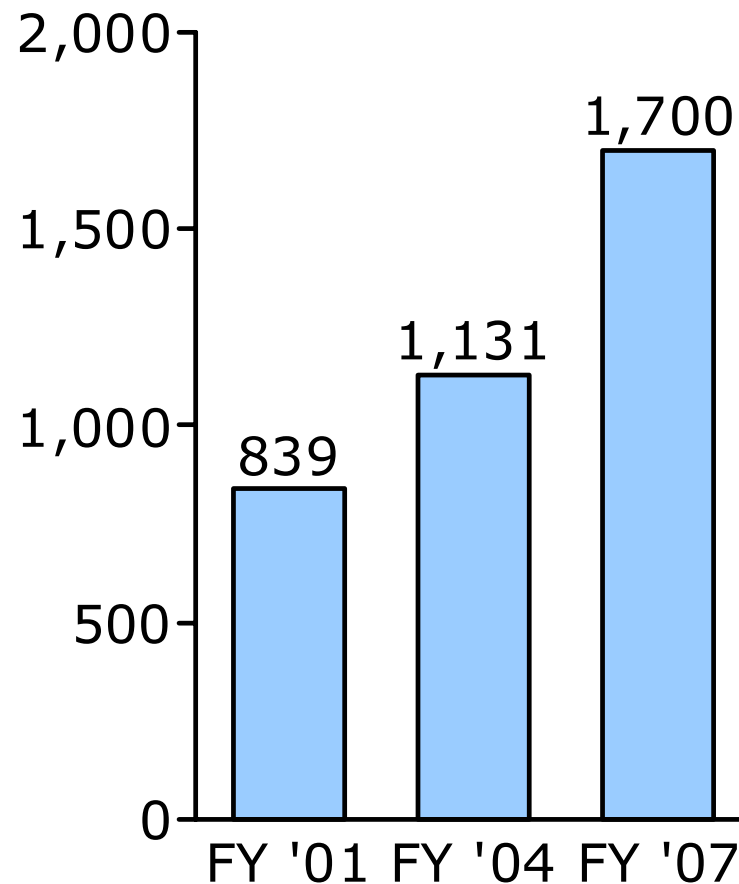
- Expansion plans are concentrated on “core” business
  - Youth in core OSY and ISY programs receive the full, in-depth MY TURN case management service
  - In addition to core youth, MY TURN currently works with 710 non-core youth at SET and RISE, providing them with a subset of MY TURN’s case management services
  - The core model is more mature and more likely to demonstrate strong results
- Within the core business, OSY growth will be prioritized over ISY growth
  - A large need for OSY services exists and few organizations are serving this need
  - There is likely to be more WIA funding for OSY services
  - ISY expansion will occur when community need and funding opportunities coincide, and will be less aggressive than OSY expansion
- Although Brockton-based RISE services do not fit the core model, MY TURN needs to have a strong presence in Brockton; accordingly, two core OSY case managers will be added to Brockton

# MY TURN is planning a rapid but controlled expansion

## Total core case managers



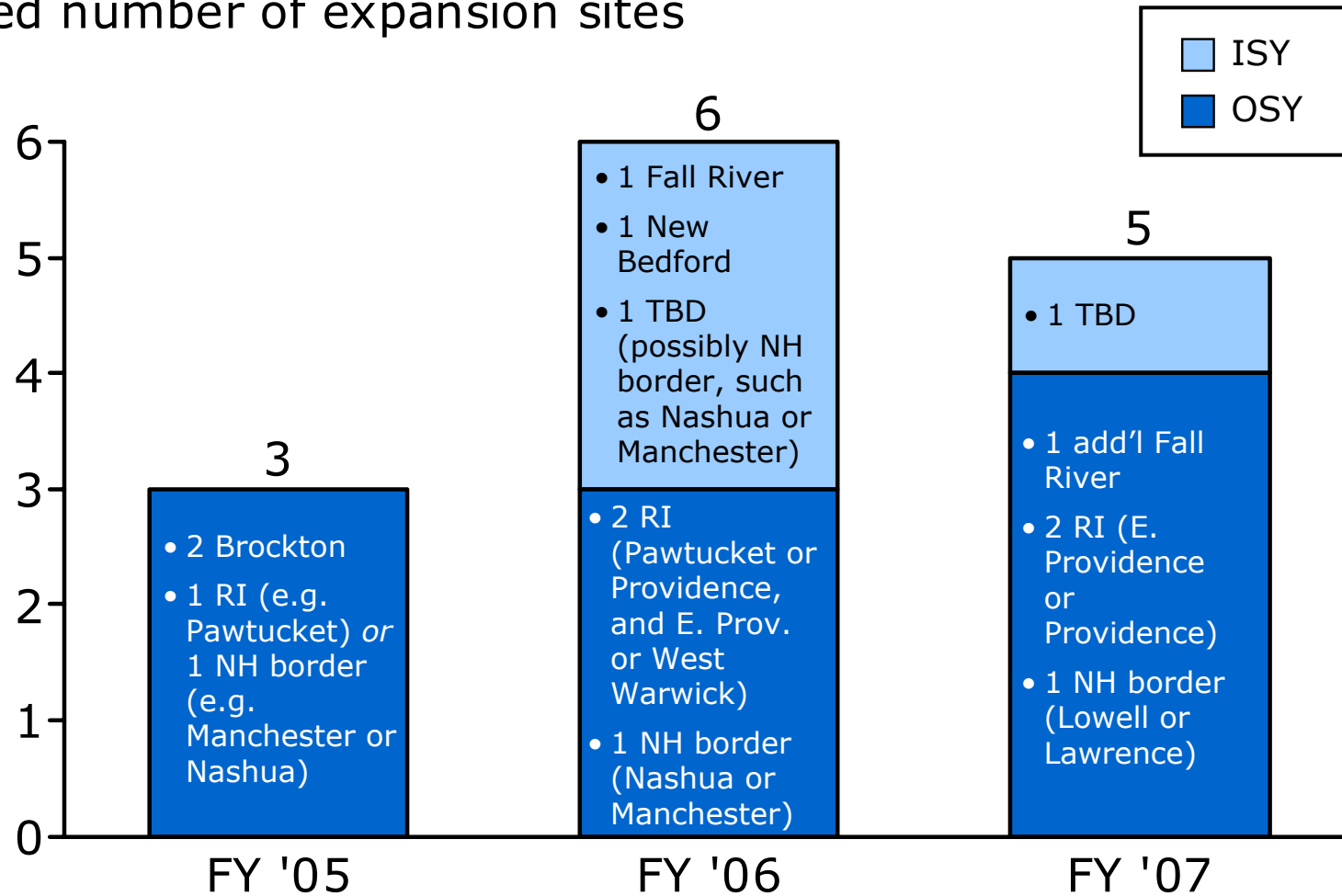
## Total core students served



Note: "Core" implies youth receiving the full, in-depth MY TURN case management service; in addition to core youth, MY TURN currently works with 710 non-core youth at SET and RISE, providing them with a portion of the core case management services

While the selection of specific expansion sites will be partially a function of opportunity, target communities (both new and existing) have emerged

### Expected number of expansion sites



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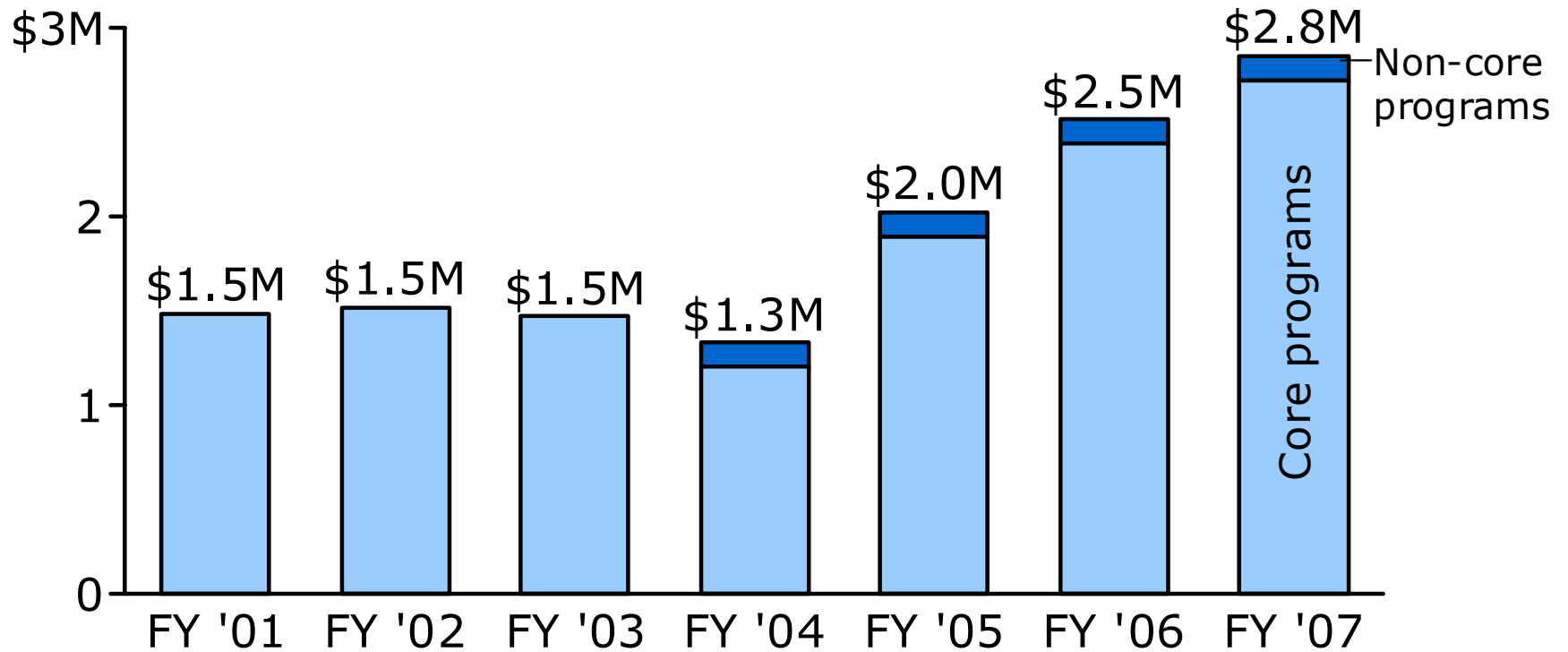
# Summary of financial plans

- MY TURN has recently run very thin with respect to management staff and caseload per case manager
  - From FY '01-FY '04, MY TURN's budget decreased by \$200K, while the number of students served increased by almost 300
- MY TURN must invest disproportionately in management and infrastructure as well as reduce overly large case manager caseloads to build an organization capable of supporting growth
  - As a result, while students served will double by FY '07, the budget will triple
  - New infrastructure includes IT spending, rent, and additional management staff
- MY TURN must also enhance its existing program model, adding:
  - Job development services to enable youth to find career-building jobs
  - In-house GED instruction to ensure access to all youth who need it
- Based on these changes, MY TURN's cost/youth will increase from \$1,060 to \$1,598 – still well below comparable services
  - Providers of like services in RI average \$7,700 per youth
  - MY TURN still spends over 80% of costs as program costs



# MY TURN is planning to more than double its budget by FY '07

MY TURN operating budget



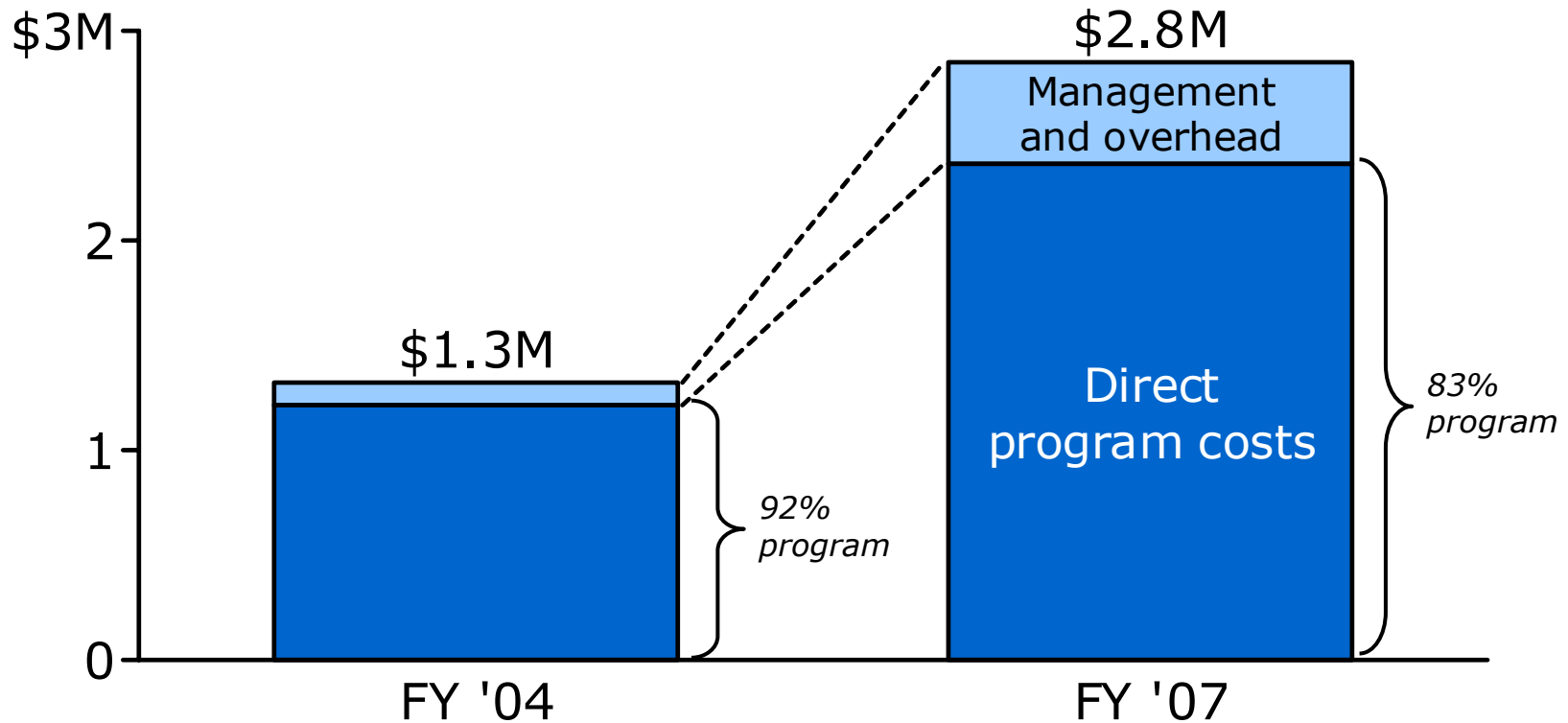
Cash reserve expense:

\$0.2M    \$0.2M    \$0.3M

Note: Operating budget does not include cash reserve needs; "non-core" includes expenses associated with RISE and SET

# The vast majority of costs are program-related

MY TURN total budget, by category



Cost per youth  
(core program)

\$1,060

\$1,598

**MY TURN compares favorably to estimated \$7700 average cost per youth for providers in RI**

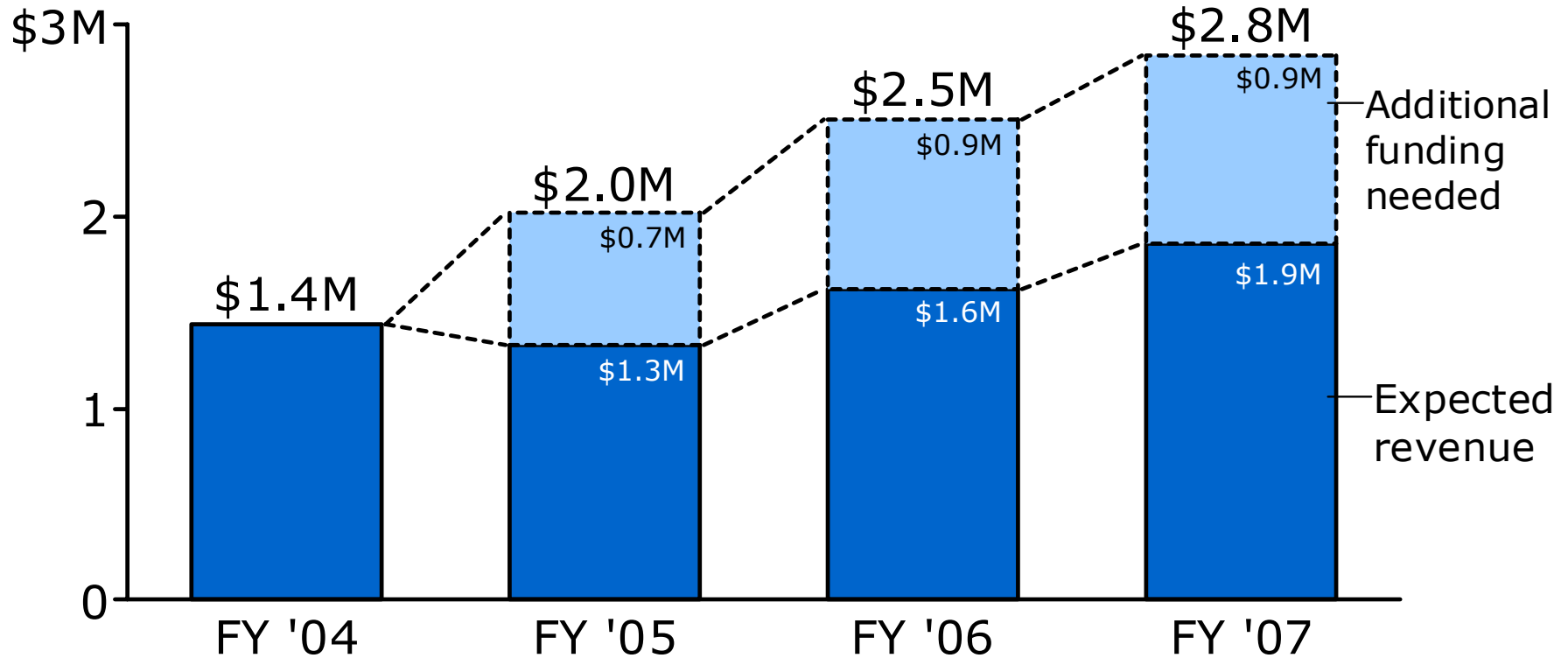
Note: Cost per youth for core program; assumes all existing sites employ a job developer and offer GED services, but that new sites do not; "direct program costs" include on-site costs (e.g., case managers, job developers) as well as management attention to programming, based on current or projected time allocation; additional management activity and non-program overhead are included in "management and overhead"

# To ensure quality growth, MY TURN plans to conduct a rigorous evaluation study

- Evaluation will include all three programs, for all sites in operation for over a year
  - Out of School Youth: High school re-enrollment; diploma attainment; GED attainment; skill attainment; job attainment; 6- and 12- month job retention; wage growth
  - School-to-Work: Skill attainment; job attainment; job retention; wage growth
  - Connecting to College: Effect on course load; college acceptance; college retention (i.e., 1-year and graduation)
- For job programs, enhanced model (e.g., including job developers and in-house GED) to be tested
- This evaluation study will span several years
  - External evaluator on board by Fall '04
  - Enrollment begins Spring '05 and evaluation in Fall '05; MY TURN program compared against control group
  - Some data expected after two years (e.g., intermediate outcomes), with some pieces (e.g., longer-term outcomes, such as college graduation) requiring four years to collect

# The growth plan requires MY TURN to raise \$3.1M from private and non-WIA sources

Projected costs and revenues by FY '07



Cumulative add'l funding required	-\$0.1M	\$0.6M	\$1.5M	\$2.4M	} <i>\$3.1M in total fundraising required</i>
Cumulative cash reserve	\$0.0M	\$0.2M	\$0.4M	\$0.7M	

Note: Expected revenue includes existing revenue plus expected WIA dollars or other future contracts

# Alternate scenarios will provide a roadmap if future circumstances vary from plan

	Upside	Conservative	Delayed
Rationale	<ul style="list-style-type: none"> <li>• Significant private money flows in, allowing expansion to 19 new sites, with enhanced program model at all sites</li> </ul>	<ul style="list-style-type: none"> <li>• Limited private fundraising requires MY TURN to expand to only 5 new sites, hire less management staff, and sacrifice enhanced program model at all sites</li> </ul>	<ul style="list-style-type: none"> <li>• No WIA contracts won this Spring, delaying all growth one year. Some infrastructure investment still takes place in FY '05</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• <i>Same as base plan, except:</i></li> <li>• <b>Sites:</b> Expand to 19 new sites by FY '07</li> <li>• <b>Enhancement:</b> <u>All</u> sites receive job dev.; all OSY have GED</li> <li>• <b>Staff:</b> Additional staff include advocator; earlier QA/metrics hire; CFO; earlier IT hire; one day/wk of mental health counselor at OSY sites; PR director</li> <li>• <b>Other:</b> \$30K annually in IT costs</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Same as base plan, except:</i></li> <li>• <b>Sites:</b> Only 1 new ISY and 4 new OSY by '07</li> <li>• <b>Enhancements:</b> No job development/GED at ½ of sites</li> <li>• <b>Staff:</b> Management hires limited to VP programs, VP development, grant writer, IT (50%), and QA/evaluation (50%)</li> <li>• <b>Other:</b> Only 1 month of cash reserves</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Same as base plan, except:</i></li> <li>• <b>Sites:</b> All new site growth pushed out one year</li> <li>• <b>Staff:</b> Most management hires pushed out one year, except development staff and one job developer</li> </ul>

# Strategic fundraising plan

In order to raise the necessary non-WIA dollars, MY TURN needs to:

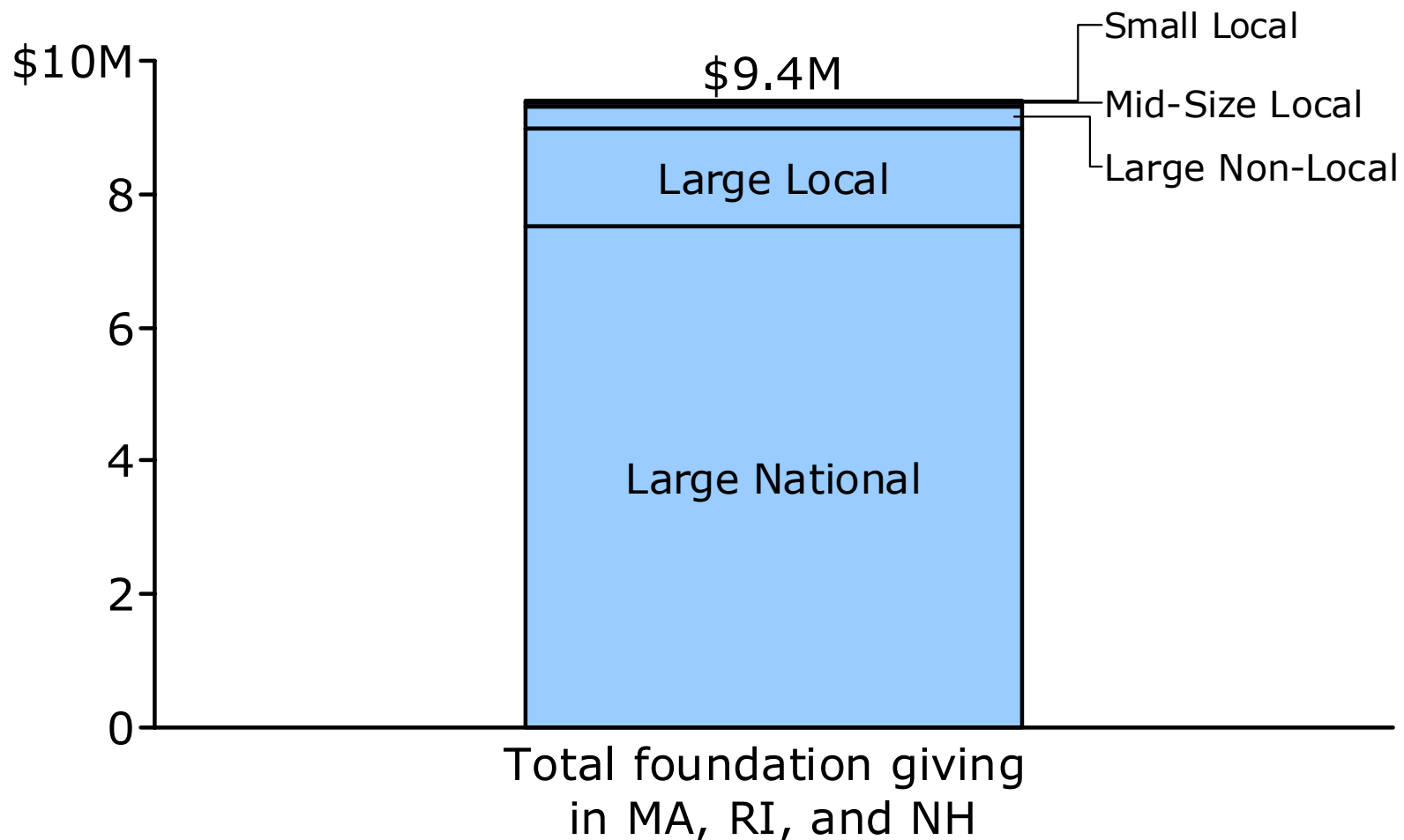
- Strengthen grant and request-for-proposal writing capabilities for foundations and government sources
- Build in capacity to attract individual dollars
- Build in capacity to attract corporate dollars

# There are five priority sources of potential public dollars for MY TURN, outside of WIA

	Administering agency	Specifics	Rationale	Total Avail.	Avg. Grant Size
Dept. of Education (DOE): Projects with Industry	<ul style="list-style-type: none"> <li>Office of Special Education and Rehabilitative Services (OSERS)</li> </ul>	<ul style="list-style-type: none"> <li>Job development &amp; placement for individuals with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Good fit for a program like MY TURN because includes learning disabilities</li> </ul>	<ul style="list-style-type: none"> <li>\$22M</li> </ul>	<ul style="list-style-type: none"> <li>\$205-\$230K</li> </ul>
Transitional Living Program: Runaway & Homeless Youth (RHYA)	<ul style="list-style-type: none"> <li>Dept. of Health &amp; Human Services: Admin. for Children &amp; Families</li> </ul>	<ul style="list-style-type: none"> <li>Residentially-based services for homeless youth</li> </ul>	<ul style="list-style-type: none"> <li>MY TURN could apply with a shelter partner</li> </ul>	<ul style="list-style-type: none"> <li>\$8M across 42 grantees in 2003</li> </ul>	<ul style="list-style-type: none"> <li>Est: \$190K</li> </ul>
Dept. of Health & Human Services, Admin. for Children & Families: Temp. Assistance for Needy Families (TANF)	<ul style="list-style-type: none"> <li>MA Dept. of Transitional Assistance</li> </ul>	<ul style="list-style-type: none"> <li>Contract services for needy families</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate contract may surface at future date</li> </ul>	<ul style="list-style-type: none"> <li>\$459M (MA)</li> <li>\$95M (RI)</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>
DOE, Office of Vocational and Adult Ed (OVAE): Perkins/Tech Prep	<ul style="list-style-type: none"> <li>MA DOE to State Board of Vocational Ed</li> </ul>	<ul style="list-style-type: none"> <li>Consortium of secondary and post-secondary schools</li> </ul>	<ul style="list-style-type: none"> <li>Might persuade a Tech Prep consortium to contract with MY TURN for services</li> </ul>	<ul style="list-style-type: none"> <li>\$108 million across all 50 states in 2002</li> </ul>	<ul style="list-style-type: none"> <li>Rough estimate \$166K/consort. in MA</li> </ul>
DOE: Adult Basic Education (ABE)	<ul style="list-style-type: none"> <li>MA DOE Adult and Community Learning Services (ACLS); RI DOE</li> </ul>	<ul style="list-style-type: none"> <li>Services to help adults 16-21 reach high school literacy levels</li> </ul>	<ul style="list-style-type: none"> <li>Would qualify with in-house GED or partner</li> </ul>	<ul style="list-style-type: none"> <li>MA: \$26M</li> <li>RI: TBD</li> </ul>	<ul style="list-style-type: none"> <li>MA: \$250-300K</li> <li>RI: \$100K</li> </ul>

# Large national and local foundations represent another funding opportunity, accounting for most identifiable foundation funding in MY TURN target areas

Estimated annual total based on 2000-2003 data





# Table of Contents

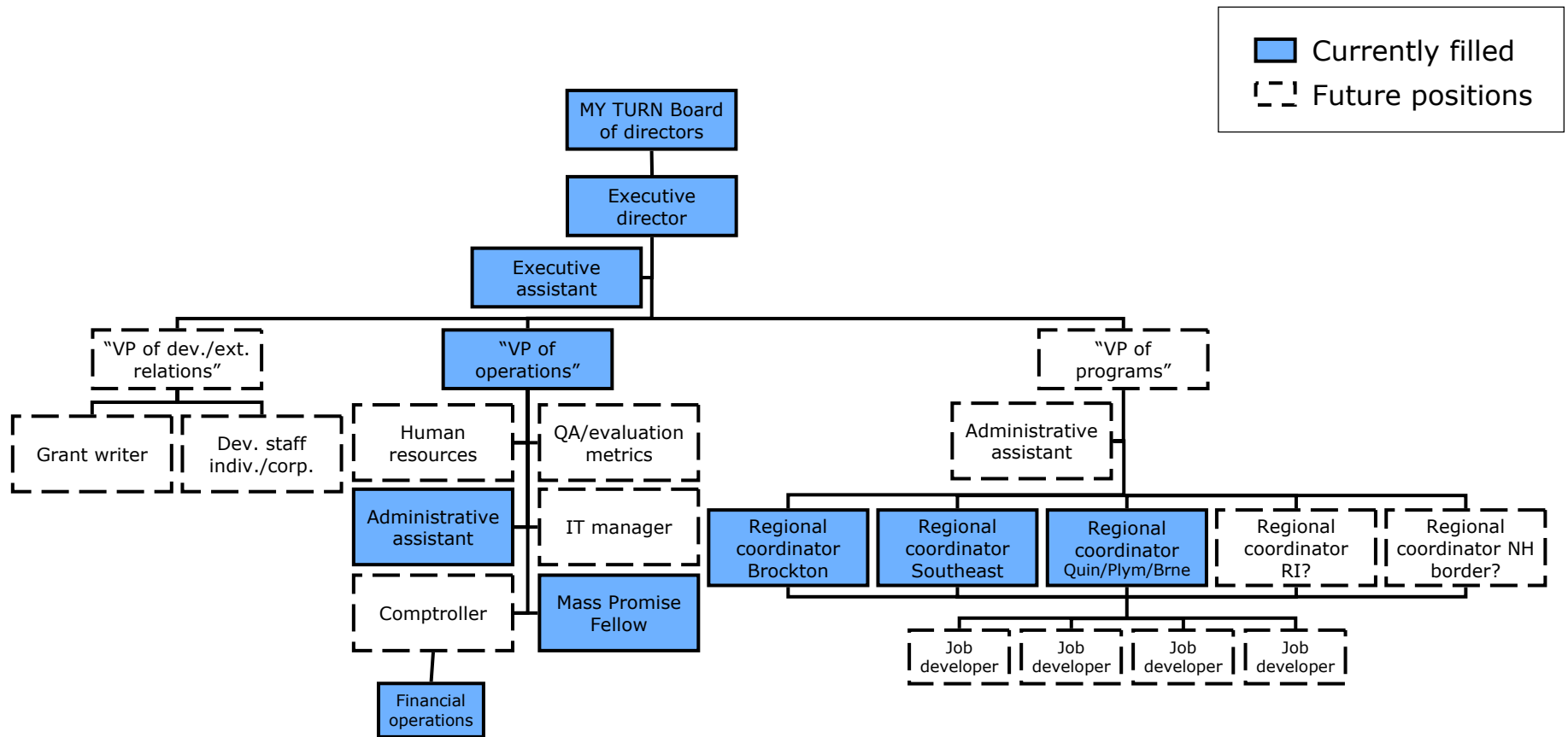
- Executive summary
- Glossary of frequently-used abbreviations
- MY TURN overview
- Growth strategy
  - Vision
  - Site selection process
  - Rate of growth
- Financial implications and fundraising plan

- **Organizational implications**

# MY TURN's planned growth will require significant staff and board changes

	FY 2005	FY 2006	FY 2007
<b>Programs</b>			
• Improvements	<ul style="list-style-type: none"> <li>• Outsource job development, hire 2 job developers (JDs)</li> <li>• Appoint and utilize internal content experts</li> <li>• Hire Brockton OSY case manager</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate JD and needs; hire 2 additional JDs</li> <li>• Hire 2<sup>nd</sup> case mgr for Brockton OSY</li> </ul>	
• Codification	<ul style="list-style-type: none"> <li>• Complete first version of mgmt, curriculum binders</li> </ul>	<ul style="list-style-type: none"> <li>• Revise/update codified materials</li> </ul>	<ul style="list-style-type: none"> <li>• Final revisions; replication-ready codified materials</li> </ul>
<b>Staff</b>			
• Management hires	<ul style="list-style-type: none"> <li>• 3 FTEs</li> </ul>	<ul style="list-style-type: none"> <li>• 1 FTEs</li> </ul>	<ul style="list-style-type: none"> <li>• 2 FTEs</li> </ul>
• Development hires	<ul style="list-style-type: none"> <li>• 1</li> </ul>	<ul style="list-style-type: none"> <li>• 1</li> </ul>	
• Program (no line staff)	<ul style="list-style-type: none"> <li>• 3</li> </ul>	<ul style="list-style-type: none"> <li>• 3</li> </ul>	
• Admin hires		<ul style="list-style-type: none"> <li>• 1</li> </ul>	
<b>Board Governance</b>	<ul style="list-style-type: none"> <li>• Assess current board</li> <li>• Hire board consultant and create plan to improve board</li> <li>• Change membership roles &amp; responsibilities as needed</li> <li>• Add members for growth</li> </ul>	<ul style="list-style-type: none"> <li>• Add members for growth</li> </ul>	<ul style="list-style-type: none"> <li>• Reach aligned board</li> </ul>
<b>Organization</b>	<ul style="list-style-type: none"> <li>• Solidify transition to regional mgmt structure</li> <li>• Define new mgmt roles</li> <li>• Attain new office space</li> </ul>	<ul style="list-style-type: none"> <li>• Refine, evaluate regional roles/structure</li> </ul>	
<b>Evaluation &amp; Metrics</b>	<ul style="list-style-type: none"> <li>• Identify and contract with evaluator to develop longitudinal study</li> <li>• Recruit candidates for evaluation and control group</li> <li>• Perform any changes to metrics collection and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Launch longitudinal study</li> </ul>	<ul style="list-style-type: none"> <li>• Continue study</li> </ul>
<b>Systems</b>	<ul style="list-style-type: none"> <li>• Select IT firm; design plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implement plan</li> </ul>	

# Organizational chart in FY 2007 (planned)



Note: Does not include line staff

# Timetable and responsibility for key hires (planned)

Key Hires	FY 2005	FY 2006	FY 2007
<b>Management</b>			
• VP of Programs	1.0		
• VP of Development/External Relations	1.0		
• IT Manager	0.5		0.5
• Human Resources Director	0.5		0.5
• QA/Evaluation/Metrics			1.0
• Comptroller		1.0	
<b>Development</b>			
• Grant Writer	1.0		
• Additional Development Staff (corporations & individuals)		1.0	
<b>Program</b>			
• Regional Coordinator	1.0	1.0	
• Job Developer	2.0	2.0	
<b>Admin</b>			
• Administrative Assistant	1.0		

Note: Key hires listed above does not include line staff

# MY TURN's Board will monitor progress by reviewing a dashboard of metrics regularly

## Programmatic metrics

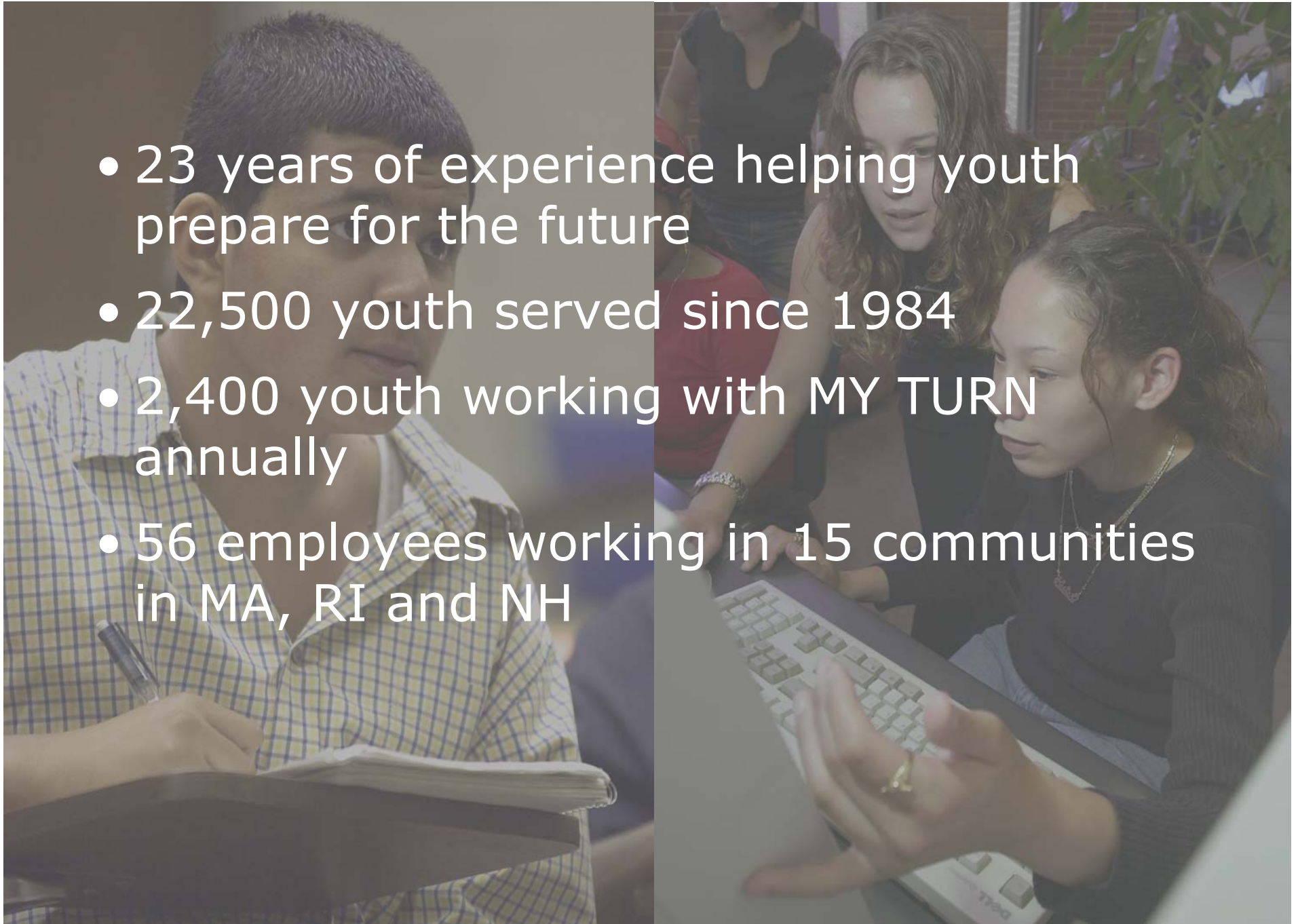
- Total youth served
- % of youth served ages 14-21
- % successfully completing program
- Avg. length of participation
- % positive placements (total)
- Job placement rate
- % reenrolled in H.S.
- % who graduate H.S.
- % who attain GED or diploma while enrolled in the OSY program
- % enrolled in any college
- % employed in any job continuously for 6 mos.
- % employed participants continuously employed after 1 year
- Wage growth

## Organizational metrics

- Total programs
- Total communities
- Cash reserves
- % of total budget raised
- % fundraising from non-public sources
- % of funding Board has achieved versus goal
- Open staff positions filled
- Open Board positions filled

# A vision of MY TURN in 2007

- 23 years of experience helping youth prepare for the future
- 22,500 youth served since 1984
- 2,400 youth working with MY TURN annually
- 56 employees working in 15 communities in MA, RI and NH



Update: As of early July 2004 (the beginning of FY 2005), MY TURN was already making strong progress against this business plan

- NH border sites secured: Selected as the in-school WIA provider for school-to-career services in Manchester and Nashua; recruited 90 students
- Key new positions filled: Hired two job developers; filled VP of Programs and VP of Operations positions internally
- Board development initiated: Hired a board consultant; conducted a board self-assessment; began mapping out new board roles, job descriptions, and recruitment plans
- Evaluation study put in motion: Received proposals from evaluation experts to conduct the longitudinal evaluation study